Succession Planning/Executive Development
Detailed Work Plan – Initial Assessment

Current Status

Interviews:

q Carmen Garcia and Mimi Blitz, NIH SES Program: regarding SES selection processes and historical trends

q Bill Fitzsimmons, HRAC Chair, and interested HRAC Members: regarding workforce trends in senior positions, perceptions of NIH bench strength, strengths and weaknesses of past practices (selection/development), etc.

q Marvene Horwitz and Dr. Michelle Evans, NIH Diversity Council representatives: regarding Task Force Report on Analysis of Management Training and implications for NIH leadership development needs

q Joyce Laplante, OHR/DERT/Training & Development Branch: regarding NIH training programs for senior managers (Senior Leadership Program, Management Cadre, etc.)

q Roy Tucker, DHHS: regarding the Department-wide SES Candidate Development Program

Data Collection:

q Current SES pool: Identify population of interest and project retirements/attrition in key administrative areas

q Grade 15 population: Anticipate trends/retirements in positions w/potential impact on future SES pool

q Data on perceptions of recruitment, retention, succession and development of NIH leadership from OPM Survey on Human Capital (not available until December 2002)

q Records of training history (SES selection of leadership training & development programs)

q Management Cadre Program evaluation (lessons learned)

Future Needs

Interviews:

q NIH Succession Planning Steering Committee members: regarding perceptions of:
  • Workforce trends in senior positions, perceptions of NIH bench strength, strengths and weaknesses of past practices (selection/development), etc.
  • The implications of data for NIH and its future leadership needs
  • The need to engage in succession planning
  • Ways we might identify high potentials and prepare them for future leadership positions

- Any challenges to any NIH-wide effort at leadership development that will need to be addressed (example, how do you get the "right" people involved in development programs, can an NIH-wide effort work and meet individual IC needs, etc.)
- Value to NIH of efforts such as the DHHS SES Candidate Development Program

Data Collection:

q Best Practices: Literature review of practices in succession planning

q Federal Government examples: Research succession planning practices in government and collect information on federal best practice leaders, including NRC, USPS, and IRS